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African Community of Practice on Managing for Development Results

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A newsletter about the African Community of Practice on Managing for Development Results

JUNE 2009

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Update

Halfway through the year, the AfCoP has already accomplished many of its goals and is making great progress on the others. The AfCoP is increasingly visible on the international MfDR scene with members representing the community at many key events and conferences around the world. Among the seventy members that join our virtual community every month, we have an increasing number of civil society representatives and members of academia and parliament that are bringing new perspectives on MfDR. Since the community's inception, the membership has steadily increased (see graph). The community is now made up of over 600 members from 35 African countries and diverse regions across the world.

The AfCoP is in the initial stages of preparation for its third Annual General Meeting that will be held in late November 2009. There is still time to nominate your country to host this upcoming event! Several countries have already expressed their interest in hosting the meeting and we hope

to receive a few more nominations. The AfCoP Secretariat and the Core Management Team will designate the chosen country by August 2009. The AfCoP annual meeting is an exciting opportunity to meet members, share knowledge, discuss new and emerging MfDR issues and trends, and contribute to defining the future priorities and activities of the community.

This third annual meeting will also set a new milestone for the AfCoP by unveiling its first Sourcebook on MfDR. The first edition of the African Sourcebook will demonstrate how managing for results is making a real impact on peoples' lives. Many of the case studies will be developed from presentations given at the AfCoP second annual meeting or presented in AfCoP newsletters over the years. Half of these case studies will be developed on the AfCoP's virtual platform and feature interactive content to make use of the engagement of AfCoP members in e-discussions. This Sourcebook will emphasize how citizens effectively benefit from MfDR policies and projects on the ground. It will be disseminated widely to *further engage in mutual learning on* MfDR strategies, tools and good practices.

Cumulative Number of Members



Report on the AfDB Annual Meetings in Dakar, Senegal, May 11-14

By Daphne Leger, AfCoP Secretariat



On the occasion of its 44th Annual Meetings, the African Development Bank invited the African CoP on MfDR to participate and put together an iAfCoP Days side event. The AfCoP days were organized by AfDB and the AfCoP Secretariat. AfCoP representatives included Mr. Abdou Karim Lo (Co-chair, Senegal), Mr. Sylvester Obong'o (CMT, Kenya), Mr. Aziz Ould Dahi (CMT, Mauritania), Mr. Seydou Yaye (CMT, Niger), Mr. Mayacine Camara (CMT, Senegal), Mr. Lamine N'Dongo (AfDB), and Ms. Daphne Leger (World Bank). The goals of the two half-day events were to introduce the community to AfDB member countries and donors, explain its vision and mission, present goals and progress to date, demonstrate how the AfCoP is contributing to implementing the Accra Agenda for Action with national CoPs and the CAP-Scan, and explore potential linkages and support for the community's work plan and activities going forward.

The first half-day seminar featured presentations from AfCoP representatives on the vision, mission, results and partnerships of the community. This was followed by presentations on initiatives at the national level including the national CoPs and the CAP-Scan. The audience was very engaged and posed very substantive questions on MfDR and how practitioners could bring about impact on the ground. Many members of the audience expressed a strong interest in becoming involved and felt that the AfCoP should be more visible as they had not previously known about it. A few people also proposed potential partnerships between the AfCoP and their organizations. Some participants expressed interest in implementing the CAP-Scan in their countries.

During the second half-day, the event was attended by a steady flow of participants who wanted to find out more and become AfCoP members. The AfCoP representatives helped new members sign up to the website, answered their questions, showed them how the online platform was set up, and demonstrated the many ways that they could get involved in the community. A total of 25 new members signed up during this event and others signed up on their own after attending the AfCoP Days. One of them, Mansour Aw, told us in the days following the meeting that *"since then, every evening, [he] takes time to visit the e-library, get to know community members, follow and participate in discussions and learn from others' experiences."* He mentioned that he *"quickly found [his] place among MfDR practitioners and now advises [his] friends to join the Community."*

The AfCoP's participation in the AfDB annual meetings was very beneficial and the AfCoP Days were a great success. AfCoP representatives reached out to almost all of the 53 AfDB country delegations who are now aware of the AfCoP's existence. There was a lot of interest in the AfCoP from participants who represented new AfCoP countries, independent consultants, academics, civil society, parliament, the private sector, and donors. Ibrahima Diallo, who works for the Senegalese administration, explained how this meeting helped him and saluted *"the Dakar event that enabled administration and civil society representatives to expand perspectives on MfDR realities."*

The AfCoP is grateful to AfDB for giving it the opportunity to achieve its goals of presenting the community, signing up new members, and exploring new partnerships. Since the AfDB annual meetings, the AfCoP Secretariat has been busy following up with the community's new contacts and looks forward to the next international opportunity to increase the AfCoP's visibility!



Results Practitioner Interviews

Interview with Tunisian Senator Jameleddine Khemakhem



AfCoP: Why are you committed to better public resource management?

Mr. Khemakhem: Before I became a parliamentarian, I spent 23 years in the Court of Accounts of Tunisia. In the 1980s, I was one of the first people in my country to launch the idea of results-based management and resource optimization control, focusing not only on financial audit, but also on assessing the efficiency, effectiveness, and economy of government activities. We worked to identify and define the objectives of various organizations, and we determined criteria for evaluating the achievement of results. These joint exercises between the Government and the Court of Accounts made it possible to introduce results-based management. My work is recognized worldwide. I received the Elmer Staats Award from the US General Accounting Office for an article that I published in 2002 in the journal of the International Organization of Supreme Audit Institutions (INTOSAI). The Auditor General of Canada, with whom I conducted evaluation missions, appointed me as an audit and evaluation trainer in several African countries. I have also had the privilege of being a fellow of the Canadian Comprehensive Auditing Foundation. In my new career as a senator, I remain committed to results-based management.

AfCoP: How can parliamentarians raise government awareness of results-based management?

Mr. Khemakhem: My experience as a parliamentarian enables me to make my colleagues aware of the importance of results-based management as a decision-making aid. Budget debates, especially in committee, also provide opportunities to encourage government to act to achieve clearly defined objectives and to establish evaluation criteria. Tabling accounts now obliges the Government to review how it operates and to bring its proposed legislation into line with the need for clear objectives. This change in management culture largely stems from the demands of parliamentarians.

AfCoP: As a senator, how do you plan to become involved in AfCoP activities? What can AfCoP contribute to your efforts in return?

Mr. Khemakhem: I am truly impressed by the way AfCoP members promote results-based management with such energy and enthusiasm. AfCoP members are visionaries because, in the future, results-based management will be a necessity and not a choice. We thus have a duty to make all developing countries aware of this approach, and above all to facilitate its implementation, since the task requires great courage and considerable effort. This energy, this commitment to an important cause, has fuelled my enthusiasm. Together, we can play a vital role in changing management and audit culture to optimize our resources more effectively in a mutually rewarding fashion.

AfCoP: What do you think is the greatest misconception about management for development results (MfDR)?

Mr. Khemakhem: The biggest mistake you can make is to think that developing a budget framework and results-based management manuals is enough to ensure sound resource management. The key is to train people effectively to be able to manage this approach and to buy into its implementation. You have to create an enabling environment for its success, particularly by considering the experiences of others and seeking the support of practitioners.

AfCoP: What is the current status of MfDR in Tunisia?

Mr. Khemakhem: Tunisia's commitment to results-based management began with pilot projects in the 1990s. The Government then provided the impetus for RBM to become more widespread. Moreover, Point 7 of President Zine El Abidine Ben Ali's 20 point election platform for 2004-2009 concerns the introduction of a new method of budgeting founded on results-based management. This allows greater efficiency and makes government statements easier to understand. After evaluating the various pilot projects, Tunisia entered the phase of making RBM more widespread. Tunisia developed a comprehensive results-based management framework for all government mechanisms. In 2010, a results-based budget will be tabled in the legislature for the first time.

AfCoP: Has Tunisia learned from the experiences of other African countries in introducing innovative methods?

Mr. Khemakhem: Tunisia experimented with various results-based management methods, drawing on both the Francophone and Anglophone systems. Tunisia then assessed these experiments, first to see what worked well and why some experiments failed, and then to develop a comprehensive management framework that could be adapted to our realities.

AfCoP: Can you describe what impact MfDR has had on Tunisians?

Mr. Khemakhem: Results-based management is an extremely useful technique, since it makes social and economic policies and budgets easier to understand. The flip side of the coin is that this increases accountability, and some governments are afraid of this. Some Tunisians in remote areas have thus been quick to seize this opportunity to call the Government to account through local deliberative assemblies. In return, the Government and the legislature have access to information to establish priorities and to understand the real benefits of projects implemented.

AfCoP: If you could change one aspect of development policy-making in Tunisia, what would it be?

Mr. Khemakhem: The World Bank has ranked Tunisia second for effective management of public funds. Tunisia has met the challenge of optimizing its resources. Many international organizations have hailed its success. However, no model is perfect. That is why we continually urge the Government to decentralize its activities more effectively, to strengthen local and regional mechanisms, to promote stringent planning for the benefit of all, as well as resource optimization, with a direct economic and social impact on the target population.

Interview with Ms. Nuha Mohamed

Ms Nuha Mohamed works with the Sudanese Development Initiative (SUDLA). She is also a Civil Society Organizations advisor for organizational capacity development



AfCoP: How do you use MfDR methods in your work?

Ms. Nuha Mohamed: Part of my job is to break down the international development concepts to be suitable for use at

the local level. At the operational level, I also use the MfDR approach with target groups to increase the effectiveness of the interventions.

AfCoP: As a civil society member, how do you intend to get involved in the AfCoP activities and how could the AfCoP contribute to your work?

Ms. Nuha Mohamed: Being one of the first members of the AfCoP in Sudan puts on me the responsibility of dissemination of the concept. That's why I expect to be a contact person for the AfCoP at the state level. My contribution will also be through sharing experiences and lessons learned and I also expect advice from AfCoP members.

AfCoP: To what extent and in what way does MfDR exist in Sudan?

Ms. Nuha Mohamed: Sudan is not a participant state since it didn't sign the Paris declaration and that is why there is no official information on MfDR in Sudan. But at the same time, I also found in the country a lot of efforts that are being made by international organizations and through capacity development efforts which bring about an MfDR culture. Some monitoring and evaluation reports show some MfDR success in Sudan. Still, it remains somewhat limited.

AfCoP: How is implementing MfDR methods in a conflict-affected country like Sudan different?

Ms. Nuha Mohamed: Although the society is settled and possesses some features that induce the development, the focus in conflict situations is dragged from being development oriented to becoming more relief response and short-term oriented. The basic elements are not even there. Difficulties to establish a sustainable MfDR framework are numerous: changing policies, insecurity, complicated relations between the civil society organizations and the states, and limited possibility to develop long term planning processes. Overall, it reduces the chances for having both an endogenous leadership and an effective development intervention.

AfCoP: If you could change one thing about how development policies are implemented in Sudan, what would it be?

Ms. Nuha Mohamed: I would go beyond the participation in the planning processes to giving the target groups more responsibilities in doing the monitoring and evaluation of development interventions.

Results on the Ground

Child-Centered Classrooms Achieve Results

By Rosa Muraguri-Mwololo

Three years ago in Mazeras, a small village in Kenya's coastal District of Kwale, Kita sat in a mud built classroom with ninety other children - mostly boys. Learning materials were lacking. The teacher's style of questioning elicited chorus responses and did not allow for pupils' self-expression and involvement. Overall, Kita and her classmates listened passively. Observation showed that in general, the distribution of questions in class by teachers was also often skewed toward boys, even in classes where they were a clear minority. This resulted in girls feeling ignored and neglected, and this further contributed to the high rates of absenteeism, poor performance and for others drop-outs.

But with the introduction of a new teaching method emphasizing participation and interactivity, that is changing. Since this change, according to available school records, absenteeism has dropped dramatically.

The Means to Results: Activities, Inputs and Outputs

In class, Kita now confidently raises her hand from the back of the class. The chemistry class teacher smiles and invites her to share her thoughts with the rest of the class. As she makes her argument, the teacher gently urges her on by asking her probing questions. The rest of the lesson continues in the same interactive and engaging manner before the pupils are given a variety of tasks to do in groups. The teacher walks around encouraging each group to discover for themselves, experiment, ask questions, think creatively, work collaboratively, and to engage each other. Colorful charts, drawings and group reports decorate the class walls. Kita leads her group into the assigned activities.

Leaving the groups to work on their own, the class teacher turns to me and remarks, "*The child-centered approach has been absolutely revolutionary; it is a real paradigm shift. We let the child tell the teacher what they know and we as teachers build on that. The new approach insists that the child must enjoy learning and that learning must be made pleasurable*" he says declaratively. "*We have transformed ourselves through in-service training, transformed the classrooms, teaching materials and approaches, plus the whole physical environment of the school to be child-centered and child friendly*", he says. According to him, the change could not have been possible without the school's synergetic partnership with the Mazera's community, the school parents, government education officials, UNICEF, and the Aga Khan Foundation.

The End Results (Outcomes)

The results of the application of the new child-centered practice, the teacher says, have been increased enrolment, lower absenteeism, greater transition and completion rates, and better performance in the school, especially for girls.

Rosa Muraguri-Mwololo led an evaluation mission of an educational program in Kenya's Kwale District.

News from the CoPs

Asian CoP Update



New Book on Asian MfDR Experiences

Since its creation in March 2006, the AsCoP has accumulated considerable knowledge and experiences across a wide range of countries and public sector environments. The 2009 publication, [*Moving from Concept to Action: Asian Experiences on MfDR*](#), aims to help governments in their work to build, strengthen, and institutionalize their MfDR systems, offering a wealth of inspiring and instructive stories about the work of the Asian developing countries toward MfDR, whether small or large.

AsCoP Members Take the Lead in Aid Effectiveness Clusters

Two AsCoP members, Rolando Tungpalan from the Philippines and Velayuthan Sivagnanasothy of Sri Lanka, have taken on the role of co-chairs of two thematic clusters formed by the Working Party on Aid Effectiveness to reflect the Accra Agenda for Action. Mr. Tungpalan co-chairs Cluster E on MfDR, while Mr. Sivagnanasothy co-chairs Cluster D on Assessing Progress. Information on the AsCoP is available at: <http://cop-mfdr.adb.org>

Launch of the Senegal CoP

By Abdou Karim Lo



What was announced in the last newsletter has now become a reality. The Senegalese Community of Practice-Management for Development Results (SenCoP/MfDR) was officially established at a meeting on April 22, 2009. SenCoP members plan to develop an ambitious project that will focus on providing consulting support for national public and private mechanisms, promoting responsibility and accountability in managing development, raising

Senegal's MfDR profile, and helping to develop effective leadership.

This meeting showed that Senegal is increasingly aware of the importance of MfDR. This meeting was held under the auspices of the Minister of State for the Economy and Finance. An initiative committee, made up of government, civil-society, and parliamentary representatives, coordinated by AfCoP co chair Abdou Karim Lo, brought together more than a hundred participants from all sectors: practitioners, decision makers, researchers, trainers, and representatives of non government stakeholders. In a fascinating presentation, Mamadou Lamine Ndongo, representing the African Development Bank, which funded the event, make the audience aware of the issues, challenges, and opportunities of MfDR.

After a charter had been adopted, a 21 member steering committee was formed. Abdou Karim Lo and Mayacine Camara, both members of the AfCoP's Core Management Team, were respectively designated chair and vice chair of SenCoP/MfDR. Their experience in the AfCoP will be useful to them in broadening the bases of SenCoP and meeting the expectations of its members.

Abdou Karim Lo is the coordinator of the Governance Capacity Building Project (PRECABG) in Senegal. He is also the AfCoP Co-chair and SenCoP Chair

Launch of the CAP Scan in Senegal

By *Assane Niang*

Senegal continues to take steps to promote management for development results (MfDR) by introducing a new tool known as CAP-Scan. Many Senegalese governments and technical and financial partners have now shown interest in this process. They will be its key stakeholders and beneficiaries.

Some ministerial departments say they find it difficult to gather information about their performance indicators, and thus to ensure proper monitoring and evaluation of their sector-wide policy. CAP-Scan is specifically designed to address these difficulties. This tool diagnoses capacities based on a participatory process of MfDR evaluation and capacity building that involves all stakeholders: government officials, non government stakeholders, and local elected representatives.

The CAP-Scan process is generally designed to assess capacities and to prioritize needs. The five key pillars of MfDR: leadership, accountability and partnership, monitoring and evaluation, planning and budgeting, and statistical capacity; will thus be scanned for this purpose.

The key objective is to make MfDR practices more firmly entrenched in government, to build budget planning capacities, to ensure transparency in government administration, and to initiate a series of incentive measures to reward positive results.

Following discussions with the Secretariat of the OECD-DAC Joint Venture on Managing for Development Results, the government team held several preparatory meetings. These meetings made it possible to establish a roadmap and the organizational steering mechanism for the process. The process is now at the implementation phase. This involves gathering information about government capacities (through government services) to be managed in accordance with an MfDR approach. The objective is to develop and implement a capacity building action plan that addresses gaps in practicing this new MfDR approach.

Assane Niang

PRSP Unit Specialist

CAP-Scan Steering Committee Member

Announcements

AfCoP Increases Presence on New Social Media

The AfCoP is now on LinkedIn, the largest business-oriented social networking site. It is the place for online professional networking. Please, come expand your contact network and look for opportunities in MfDR-related fields by joining the [AfCoP Group](#).



A [Facebook fan page](#) has also recently been created. It is a great place to promote the community to your friends and colleagues and connect with the international development community. We invite you to become an AfCoP "fan" today!



The AfCoP has also launched a Twitter page. This blogging service will give you frequent updates on AfCoP activities and allow other individuals and organizations on twitter to follow the AfCoP's updates. We invite you to follow AfCoP on Twitter at: <http://twitter.com/copafrica>



AfCoP LIVE Sourcebook

New case study based e-discussions will be launched in July on the AfCoP website. Three cases will be developed on the English site and three cases will be developed on the French site. These discussions will facilitate the development of case studies for the first edition of the AfCoP Sourcebook. AfCoP members are encouraged to participate, ask questions and engage with the authors to further develop these cases!

Blogging now available on AfCoP Website

A new tab entitled [Blog](#) has been added to the AfCoP website. Members can now share informal notes on the AfCoP platform. This feature allows you to express your personal views and feelings on MfDR-related topics that are not addressed in current discussions. New blog posts will appear at the bottom right of the home page, so that everyone will know when a member posts a note.